DAS
DEPARTMENT OF ADMINISTRATIVE SERVICES

OREGON AGENCY EXPECTATIONS

Progress Report

Dec. 31, 2025

Covering July 1 – Sept. 30, 2025

Office of Strategic Initiatives and Enterprise Accountability

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Introduction

In January 2023, Oregon Governor Tina Kotek outlined 11 expectations for state agency operations. This report updates progress made in meeting expectations. This report[1] updates five of the 11 measures. It details the actions agencies have taken to meet expectations and reports performance data.

Agencies made the following progress:

Agency Emergency Preparedness Plans score high: 96% of required agencies (67 of 70) submitted Continuity of Operations Plans on time containing more than 80% of required components.

Performance reviews for agency directors are on track: All agency director 360 reviews scheduled to occur from January 1, 2024, through September 30, 2025, have been completed.

Performance feedback remains steady: 60 of 65 agencies completed at least 90% of required employee check-ins.

Recruitment timelines have increased by two days, while vacancy rates remain steady. Agencies are now filling positions within an average of 54 days, with 64% of agencies meeting this quarter's expectation. Ten percent of positions are vacant.

Performance completing required training is mixed:
- Customer Service: **99%** (remains the **same**)
- Foundational Training for Managers: **62%** (**increase** from 53%)
- Performance Feedback Training: **67%** (**increase** from 60%)
- New Employee Orientations: **95%** (**increase** from 90%)
- Uplift Your Benefits: **95%** (**decrease** from 96%)

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[1] All reports are available on the DAS Strategic Initiatives and Enterprise Accountability website.

Measures Covered in this Report

Agency Emergency Preparedness

All agencies annually update a Continuity of Operations Plan (COOP).
Objective: Agencies have plans to preserve essential functions across emergencies.

Performance Reviews for Agency Directors

All agency directors will have a 360-performance evaluation every two years.
Objective: Directors receive feedback based on statewide values and competencies.

Performance Feedback for Employees

Each agency completes 90% or more required performance feedback check-ins each quarter.
Objective: Employees receive regular feedback from managers, who are equipped to assess performance and support the staff they manage.[2]

Agency Hiring Practices

Each agency maintains an average of 50 or fewer days to complete competitive recruitments and actively manage vacancies[3], reporting quarterly the reason for each.
Objective: Agencies are competitive for top candidates. (Hiring that takes longer than 50 days risks losing top candidates, and agencies can often control delays.)

Developing New Employees and Managers

All agencies have a new employee orientation that 100% of new employees attend within 60 days.
Objective: Employees are welcomed, informed and prepared to start work.

All new employees complete Customer Service training within 60 days of hire.
Objective: New employees align with and provide excellent service to customers.

All new managers complete the Foundational Training Program.
Objective: New managers are prepared to effectively manage.

All new state employees complete Uplift Your Benefits within 14 days of hire.
Objective: Employees understand offerings, resources and value of benefits package.

All new managers complete employee feedback training within 30 days of hire.
Objective: Employees and managers find performance process effective and valuable.

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[2] According to the statewide values and competencies.
[3] After the Legislature grants positions or they become vacant.

Expectations Reporting Schedule

	12/31/25	3/31/26	6/30/26	9/30/26
Director 360 reviews	✓	✓	✓	✓
Employee feedback	✓	✓	✓	✓
Recruitment	✓	✓	✓	✓
Workforce development	✓	✓	✓	✓
Audit response		✓		✓
Diversity, equity and inclusion plans				✓
Strategic planning				✓
Technology planning				✓
Emergency preparedness	✓			
Employee engagement		✓		
Succession planning		✓		

Agency Emergency Preparedness

By September 30, 2025, agencies were required to submit an annual update to their continuity of operations plans (COOP), addressing at least 80% of the core elements outlined by the Oregon Department of Emergency Management (OEM).

This year, **96% of agencies** (67 of 70) met the requirement, reflecting a 12% increase in compliance compared to 2024.[4]

For this plan cycle, OEM evaluated submissions using a comprehensive 40-question assessment. This tool measured the completeness of each plan, focusing on critical elements necessary to sustain essential functions during a disruption. Key areas included:

- Identification of essential personnel and functions,
- Redundant communication systems,
- Clearly defined orders of succession.

Throughout 2024 and 2025, OEM supported agencies with training resources and subject matter expertise to help them meet and exceed minimum expectations.

Plans demonstrated significant improvements in several key areas, including:

- Better-defined essential function recovery time objectives
- More robust risk assessments and business impact analyses
- Expanded testing, training, and exercise programs

Looking ahead, OEM will continue to support agencies in strengthening their continuity capabilities, with a particular focus on devolution planning and information technology disaster recovery. To further advance statewide resilience, OEM will prioritize providing targeted training and technical assistance, fostering a community of practice and a culture of continuity, and emphasizing leadership development and adaptable communication strategies.

While progress has been substantial, continued collaboration and agency engagement will be essential to building a more resilient Oregon.

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[4] Details in Appendix A.

Performance Reviews for Agency Directors

The performance review process underlying the expectation for agency director reviews began in January 2024. The Chief Human Resources Office (CHRO) developed a performance review schedule[5] of three-to-five reviews monthly to distribute agency evaluations across each biennium. CHRO regularly updates the schedule to reflect leadership transitions.

Reporting agencies follow an established process based on agency size and include engagement with board or commission leadership when appropriate. Agencies with 75 or more employees use a statewide contract with Gallup to administer director evaluations, while smaller agencies may use a standardized, alternate process implemented in fall 2024.

All 360 performance reviews for agency directors scheduled to occur between January 2024 and September 2025 are complete, (51 of 51 reviews).

The following reporting agencies completed scheduled director reviews, and an additional 10 directors are scheduled for review in the fourth quarter of 2025.

2025 (January – September)

- Board of Examiners of Speech-Language Pathology & Audiology
- Board of Licensed Social Workers
- Business Oregon
- Commission for the Blind
- Construction Contractors Board
- Department of Early Learning and Care
- Department of Environmental Quality
- Department of Public Safety Standards and Training
- Employment Relations Board
- Oregon Board of Optometry
- Oregon Board of Physical Therapy
- Oregon Board of Tax Practitioners
- Oregon Department of Agriculture
- Oregon Department of Education
- Oregon Department of Emergency Management
- Oregon Department of Energy
- Oregon Department of Veterans' Affairs
- Oregon Health Authority
- Oregon Housing and Community Services
- Oregon Liquor and Cannabis Commission
- Oregon Lottery
- Oregon Parks and Recreation Department
- Oregon Racing Commission
- Oregon State Fire Marshal
- Oregon State Police
- Psychiatric Security Review Board
- Public Employee Retirement System

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[5] Details in Appendix B.

- Board of Accountancy
- Board of Parole
- Criminal Justice Commission
- Department of Administrative Services
- Department of Land Conservation and Development
- Higher Education Coordinating Commission
- Office of the Long-Term Care Ombudsman
- Oregon Board of Dentistry
- Oregon Board of Medical Imaging
- Oregon Board of Naturopathic Medicine
- Oregon Department of Aviation
- Oregon Department of Geology and Mineral Industries
- Oregon Department of Human Services
- Oregon Department of Revenue
- Oregon Department of Transportation
- Oregon Medical Board
- Oregon Mortuary and Cemetery Board
- Oregon Occupational Therapy Licensing Board
- Oregon State Board of Massage Therapists
- Oregon State Board of Nursing
- Oregon State Marine Board
- Oregon Veterinary Medical Examining Board
- Oregon Youth Authority
- State Board of Chiropractic Examiners
- State Library of Oregon

Performance Feedback for Employees

The executive branch Performance Accountability and Feedback (PAF) model requires managers to conduct quarterly check-ins with their employees. Each agency is expected to achieve a 90% or higher quarterly check-in completion rate.[6]

Managers must have met with each employee to provide feedback on the employee's goals and expectations and documented the check-in no later than October 31, 2025.

- Overall PAF check-in compliance was 94%, with a total of 31,577 check-ins completed out of 33,499 check-ins required.
- 60 of the 65 executive branch agencies required to complete check-ins met or exceeded the 90% completion rate for this quarter's check-ins.

While the overall compliance rate declined slightly from 95% to 94%, the number of agencies meeting the requirement increased. In the quarter ending July 31, 2025, 12 agencies did not meet the requirement. This quarter, that number decreased to five.

In future months, DAS CHRO will meet with the agencies that continued to not meet the requirement to review best practices of pulling and reviewing their PAF Check-in data prior to the end of the period.

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[6] Details in Appendix C.

Agency Hiring Practices

Time to Fill Positions

Agencies are expected to fill positions in 50 or fewer days on average. DAS analyzes Workday recruiting data that calculates the time to fill a position. Time to fill includes Executive Branch agencies and does not include atypical requisitions. For further details, refer to the Time to Fill FAQs.

Positions were filled in 54 days on average in Q3 2025[7].

Proactive measures such as forecasting recruitment timelines, sourcing and outreach to job seekers, as well as expediting interviews, reference checks and job offers have helped maintain an average time to fill that is just above the 50-day goal.

Quarterly Time to Fill Data

The table below shows the average time to fill per quarter, the number of agencies with recruitments during the quarter, as well as the number and percentage of agencies that met the 50-day goal that quarter.

Year	Quarter	Days to Fill	# agencies hiring	# agencies 50 or fewer days	% agencies 50 or fewer days
2023	Q1	70 days	49	4	28%
	Q2	65 days	49	15	50%
	Q3	66 days	55	23	62%
	Q4	60 days	52	17	56%
2024	Q1	61 days	46	16	48%
	Q2	59 days	46	17	60%
	Q3	56 days	44	23	69%
	Q4	53 days	49	27	54%
2025	Q1	60 days	44	24	55%
	Q2	52 days	48	36	75%
	Q3	54 days	45	29	64%

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[7] Details in Appendix D.

Vacancy Rates

The vacancy rate for Q3 2025 was 10.3%[8].

Agencies are required to report vacancy rates on a quarterly basis. DAS reviews Workday vacancy reports to determine the rate. To align with reporting presented to the Legislature, vacancies open for six months or longer are also shown.

In her September 16, 2025, memo to state agency directors, Governor Kotek directed agencies to slow operational spending from the General Fund and Lottery Fund. This includes measures such as extending the time positions remain vacant following employee turnover. As a result, agency vacancy rates may be impacted by this directive.

Year	Quarter	Total positions	Total vacant positions	Positions vacant longer than 6 months	Positions vacant	Positions vacant longer than 6 months
2023	Q2	42,310	6,217	2,837	14.7%	6.7%
	Q3	43,096	5,865	2,056	13.5%	5.1%
	Q4	43,891	5,732	2,238	13.0%	5.2%
2024	Q1	44,429	5,853	2,325	13.2%	5.2%
	Q2	44,653	5,773	2,634	12.9%	6.2%
	Q3	45,573	5,369	2,560	11.8%	5.6%
	Q4	46,070	5,409	2,729	11.7%	5.9%
	Q1	43,866	4,396	2,436	10.0%	5.6%
2025	Q2	43,412	4,277	2,455	9.9%	5.7%
	Q3	43,158	4,458	2,039	10.3%	4.7%

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[8] Details in Appendix D.

Developing New Employees and Managers[9]

New Employee Orientation

Reporting agencies achieved 95% compliance.

This training is assigned by agencies to all new hires to Oregon state government or employees who transfer from the Legislature, Judicial Department, Secretary of State, Treasury or a semi-independent agency to the Executive Branch, and employees who transfer to another Executive Branch agency. All new employees must complete the training within 60 days of being hired.

This reporting period is from July 1, 2025, through September 30, 2025. Of the 962 new employees hired during this period:

- 746 new employees completed the training within 60 days of being hired.
- 30 new employees have not completed the training and are over 60 days.
- 10 new employees completed the training after 60 days of being hired.
- 176 new employees have not completed the training but are still within 60 days.

Customer Service Training

Reporting agencies achieved 99% compliance.

The online self-pace customer service course is automatically assigned to all new hires to Oregon state government or employees who transfer from the Legislature, Judicial Department, Secretary of State, Treasury or a semi-independent agency to the Executive Branch. All new employees must complete the training within 60 days of being hired.

This reporting period is from July 1, 2025, through September 30, 2025. Of the 800 new hires hired during this period:

- 704 employees completed the training within 60 days of being hired.
- 88 employees have not completed the training but are still within 60 days.
- Eight new employees have not completed the training and are over 60 days.

Foundational Training Program

Reporting agencies achieved 62% compliance.

This training program is expected to be completed by all new managers to the executive branch or current executive branch employees who are promoted into a permanent or limited duration supervisory management position and are new to supervising in state government. All new managers must enroll into a cohort within five business days of being hired. New managers must complete the Foundational Training Program within four months of their position start date.

This reporting period is from October 1, 2024, through September 30, 2025. Of the 418 new managers hired during this period:

- 168 new managers completed the training within four months of being hired.
- 27 new managers completed the training over four months of being hired.

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[9] Details in Appendix E.

- 75 new managers have not completed the training and are over four months.
- 148 new managers have not completed the training but are still within four months.

DAS has been working with agencies through Quarterly Office Hours and in one-on-one meetings to review data and assist agencies with timely enrollment and completion of this expectation.

Performance Accountability and Feedback Training

Reporting agencies achieved 67% compliance.

These trainings are automatically assigned to all new managers in the executive branch or current executive branch employees who are promoted into a permanent or limited duration supervisory management position. All new managers must complete the three online self-paced training modules within 30 days of being hired or position start date.

This reporting period is from July 1, 2025, through September 30, 2025. Of the 130 new managers hired during this period:

- 76 new managers completed the training within 30 days of being hired.
- 13 new managers completed the training after 30 days of being hired.
- 26 new managers have not completed the training and are over 30 days of being hired.
- 16 new managers have not completed the training but are still within 30 days.

Uplift Your Benefits

Reporting agencies achieved 95% compliance.

All employees new to state service are notified via Workday to attend an Uplift Your Benefits workshop.

This reporting period is from July 1, 2025 through September 30, 2025. Of the 796 new employees hired during this period:

- 653 employees completed the workshop within 30 days of assignment.
- 21 employees completed the workshop after the 30-day window.
- 13 employees have not completed the workshop and are past the 30-day window.
- 109 employees have not completed the workshop but are still within the 30-day window.

This reflects a strong overall compliance rate, with most new hires completing the training on time. The increase in employees still within the 30-day window suggests a recent wave of onboarding, and we expect many of these completions to be recorded in the coming weeks.

To ensure continued improvement, Uplift Oregon will monitor agencies where delayed completions are more common. Our partnership coordinator will connect with these agencies to identify barriers and offer tailored support, with the goal of ensuring that all new employees are able to access and complete their training within the recommended timeframe. This proactive approach reinforces our commitment to a smooth and informed onboarding experience for Oregon's public workforce.

Conclusion

The progress outlined in this quarter's report reflects a strong commitment by Oregon state agencies to meet the Governor's expectations for operational excellence. High compliance in emergency preparedness and director performance reviews demonstrates agencies' focus on leadership accountability and readiness.

Continued attention to recruitment timelines and employee training will be essential to sustaining progress. As agencies build on these efforts, ongoing monitoring and support by agency leaders will help ensure that all expectations are met consistently and equitably across the enterprise. This report provides a foundation for informed decision-making and targeted action in the quarters ahead.

Appendix A: Agency Emergency Preparedness

Agency	COOP On-time (2025)	Percent Complete (2024)	Percent Complete (2025)	Change in percent complete
Board of Accountancy	Yes	75%	85%	10% ↑
Board of Examiners of Speech-Language Pathology & Audiology	Yes	80%	80%	0% —
Board of Licensed Social Workers	Yes	47%	90%	43% ↑
Board of Parole	Yes	*	88%	*
Business Oregon	Yes	97%	93%	-4% ↓
Commission for the Blind	Yes	95%	93%	-2% ↓
Construction Contractors Board	Yes	92%	100%	8% ↑
Criminal Justice Commission	Yes	97%	85%	-12% ↓
Department of Administrative Services	Yes	97%	98%	1% ↑
Department of Agriculture	Yes	97%	95%	-2% ↓
Department of Consumer and Business Services	Yes	100%	100%	0% —
Department of Early Learning and Care	Yes	92%	98%	6% ↑
Department of Environmental Quality	Yes	100%	98%	-2% ↓
Department of Land Conservation and Development	Yes	92%	95%	3% ↑
Department of Public Safety Standards and Training	Yes	97%	90%	-7% ↓
Employment Relations Board	Yes	74%	95%	21% ↑
Higher Education Coordinating Commission	Yes	92%	98%	6% ↑
Mental Health Regulatory Agency	Yes	90%	85%	-5% ↓
Office of the Long-Term Care Ombudsman	Yes	87%	80%	-7% ↓
Oregon Advocacy Commissions Office	Yes	63%	80%	17% ↑
Oregon Board of Dentistry	Yes	92%	88%	-4% ↓
Oregon Board of Medical Imaging	Yes	71%	90%	19% ↑
Oregon Board of Naturopathic Medicine	Yes	90%	90%	0% —
Oregon Board of Optometry	Yes	90%	90%	0% —
Oregon Board of Pharmacy	Yes	80%	80%	0% —
Oregon Board of Physical Therapy	Yes	97%	98%	1% ↑
Oregon Board of Tax Practitioners	Yes	95%	93%	-2% ↓
Oregon Department of Aviation	Yes	*	83%	*
Oregon Department of Corrections	Yes	97%	98%	1% ↑
Oregon Department of Education	Yes	76%	90%	14% ↑
Oregon Department of Emergency Management	Yes	68%	94%	26% ↑
Oregon Department of Energy	Yes	100%	98%	-2% ↓
Oregon Department of Fish and Wildlife	Yes	97%	95%	-2% ↓
Oregon Department of Forestry	Yes	100%	100%	0% —
Oregon Department of Geology and Mineral Industries	No	100%	95%	-5% ↓
Oregon Department of Human Services	Yes	100%	90%	-10% ↓
Oregon Department of Revenue	Yes	100%	100%	0% —
Oregon Department of State Lands	Yes	*	90%	*

Agency	COOP On-time (2025)	Percent Complete (2024)	Percent Complete (2025)	Change in percent complete
Oregon Department of Transportation	Yes	100%	90%	-10% ↓
Oregon Department of Veterans' Affairs	Yes	92%	93%	1% ↑
Oregon Employment Department	Yes	92%	100%	8% ↑
Oregon Government Ethics Commission	Yes	100%	95%	-5% ↓
Oregon Health Authority	Yes	82%	93%	11% ↑
Oregon Housing and Community Services	Yes	95%	93%	-2% ↓
Oregon Land Use Board of Appeals	Yes	80%	98%	18% ↑
Oregon Liquor and Cannabis Commission	Yes	92%	80%	-12% ↓
Oregon Lottery	Yes	85%	85%	0% —
Oregon Medical Board	Yes	97%	98%	1% ↑
Oregon Military Department	No	*	88%	*
Oregon Mortuary and Cemetery Board	Yes	61%	80%	19% ↑
Oregon Occupational Therapy Licensing Board	Yes	85%	90%	5% ↑
Oregon Parks and Recreation Department	Yes	90%	90%	0% —
Oregon Public Utility Commission	No	85%	90%	5% ↑
Oregon Racing Commission	Yes	80%	95%	15% ↑
Oregon Real Estate Agency	Yes	97%	93%	-4% ↓
Oregon State Board of Massage Therapists	Yes	82%	90%	8% ↑
Oregon State Board of Nursing	Yes	95%	93%	-2% ↓
Oregon State Fire Marshal	Yes	100%	93%	-7% ↓
Oregon State Landscape Architect Board	Yes	95%	98%	3% ↑
Oregon State Marine Board	Yes	95%	93%	-2% ↓
Oregon State Police	Yes	100%	88%	-12% ↓
Oregon Veterinary Medical Examining Board	Yes	90%	85%	-5% ↓
Oregon Water Resources Department	Yes	100%	100%	0% —
Oregon Watershed Enhancement Board	Yes	90%	93%	3% ↑
Oregon Youth Authority	Yes	85%	80%	-5% ↓
Psychiatric Security Review Board	Yes	*	88%	*-
Public Employee Retirement System	Yes	92%	85%	-7% ↓
State Board of Chiropractic Examiners	Yes	66%	93%	27% ↑
State Library of Oregon	Yes	90%	98%	8% ↑
Teacher Standards and Practices Commission	Yes	90%	90%	0% —
All reporting agencies	96%	90%	92%	2% ↑

* Agency either was not required or did not submit in 2024

Appendix B: Director Performance Review Schedule

	2025 (Odd-numbered years)	2026 (Even-numbered years)
January	• Oregon Board of Physical Therapy • Oregon Health Authority • Oregon Liquor and Cannabis Commission	• State Board of Chiropractic Examiners
February	• Commission for the Blind • Department of Early Learning and Care • Oregon Parks and Recreation Department • Oregon State Fire Marshal	• Mental Health Regulatory Agency • Oregon Water Resources Department • Oregon Watershed Enhancement Board
March	• Department of Environmental Quality • Oregon Housing and Community Services	• Oregon Board of Dentistry • Oregon Medical Board
April	• Board of Licensed Social Workers • Business Oregon • Department of Public Safety Standards and Training • Oregon Department of Agriculture • Oregon Department of Energy	• Criminal Justice Commission • State Library of Oregon
May	• Psychiatric Security Review Board	• Oregon Public Defense Commission
June	• Construction Contractors Board • Oregon Department of Geology and Mineral Industries	• Board of Accountancy • Board of Parole • Oregon Veterinary Medical Examining Board
July	• Oregon Department of Education • Public Employee Retirement System	• Employment Relations Board • Oregon Board of Naturopathic Medicine • Oregon State Board of Massage Therapists
August	• Board of Examiners of Speech-Language Pathology & Audiology • Oregon Board of Tax Practitioners	• Oregon Department of Aviation • Oregon State Board of Nursing

	2025 (Odd-numbered years)	2026 (Even-numbered years)
September	• Office of the Long-Term Care Ombudsman • Office of the Public Records Advocate • Oregon Department of Emergency Management • Oregon Department of Veterans' Affairs • Oregon Lottery	• Department of Administrative Services • Oregon Occupational Therapy Licensing Board Oregon Department of Transportation • Oregon Employment Department
October	• Oregon Board of Optometry • Oregon Mortuary and Cemetery Board • Oregon Racing Commission • Oregon State Police	• Oregon Department of Revenue • Oregon Public Utility Commission
November	• Oregon Department of Corrections • Oregon Government Ethics Commission • Oregon Real Estate Agency	• Department of Land Conservation and Development • Department of State Lands Oregon Board of Medical Imaging • Oregon Board of Pharmacy Oregon
December	• Oregon Department of Fish and Wildlife • Oregon Land Use Board of Appeals • Oregon Military Department	• Higher Education Coordinating Commission • Oregon State Marine Board

Appendix C: Performance Feedback for Employees

Performance Feedback for Employees Expectation: 90%+ completed	Check-Ins Complete %	Check-Ins Complete #	Total Required Check-Ins
Met expectation			
Board of Accountancy	100%	1	1
Board of Licensed Social Workers	100%	5	5
Construction Contractors Board	100%	54	54
Department of Consumer and Business Services	100%	715	716
Department of Early Learning and Care	100%	250	250
Department of Public Safety Standards & Training	100%	91	91
Employment Relations Board	100%	7	7
Mental Health Regulatory Agency	100%	14	14
Office of the Long-Term Care Ombudsman	100%	35	35
Office of the Public Records Advocate	100%	1	1
Oregon Board of Dentistry	100%	6	6
Oregon Board of Medical Imaging	100%	3	3
Oregon Board of Naturopathic Medicine	100%	1	1
Oregon Board of Pharmacy	100%	17	17
Oregon Department of Aviation	100%	13	13
Oregon Department of Energy	100%	78	78
Oregon Department of Geology and Mineral Industries	100%	37	37
Oregon Department of Revenue	100%	867	867
Oregon Government Ethics Commission	100%	13	13
Oregon Lottery	100%	429	430
Oregon Military Department	100%	305	305
Oregon Mortuary and Cemetery Board	100%	4	4
Oregon Racing Commission	100%	3	3
Oregon Real Estate Agency	100%	23	23
Oregon State Board of Massage Therapists	100%	5	5
Oregon State Fire Marshal	100%	121	121
Oregon State Marine Board	100%	36	36
Oregon Veterinary Medical Examining Board	100%	2	2
Oregon Watershed Enhancement Board	100%	34	34
State Board of Chiropractic Examiners	100%	4	4
State Library of Oregon	100%	36	36
Teacher Standards and Practices Commission	100%	19	19
Business Oregon	99%	147	149

Performance Feedback for Employees Expectation: 90%+ completed	Check-Ins Complete %	Check-Ins Complete #	Total Required Check-Ins
Department of Administrative Services	99%	664	668
Oregon Department of State Lands	99%	95	96
Oregon Department of Veterans' Affairs	99%	68	69
Oregon State Police	99%	900	909
Commission for the Blind	98%	50	51
Oregon Department of Education	98%	461	471
Oregon Department of Fish and Wildlife	98%	710	723
Oregon Parks and Recreation Department	98%	343	351
Oregon Employment Department	97%	1,424	1,472
Oregon Liquor and Cannabis Commission	97%	238	246
Oregon Medical Board	97%	36	37
Board of Parole	96%	22	23
Oregon Department of Agriculture	96%	248	257
Oregon Department of Corrections	96%	4,182	4,344
Oregon Youth Authority	96%	618	644
Oregon Department of Emergency Management	95%	74	78
Oregon Public Utility Commission	95%	111	117
Oregon State Board of Nursing	95%	41	43
Public Employee Retirement System	95%	352	370
Department of Land Conservation and Development	94%	79	84
Oregon Department of Human Services	94%	8,871	9,473
Oregon Housing and Community Services	94%	308	328
Higher Education Coordinating Commission	93%	131	141
Oregon Department of Forestry	92%	553	599
Oregon Health Authority	92%	3,418	3,732
Criminal Justice Commission	91%	10	11
Oregon Water Resources Department	91%	181	198
Did not meet expectation			
Oregon Department of Transportation	89%	3,321	3,744
Oregon Public Defense Commission	83%	116	140
Department of Environmental Quality	82%	570	691
Psychiatric Security Review Board	75%	6	8
Board of Examiners of Speech-Language Pathology & Audiology	0%	-	1
All reporting agencies	94%	31,577	33,499

* Agencies not listed did not have check-ins required during this reporting period.

Appendix D: Agency Hiring Practices

Time to Fill Vacant Positions

This table displays the time to fill for each agency within the Executive Branch that hired in Q3 2025.

Average days to fill
Expectation: 50 or fewer days
Met expectation

Office of the Long-Term Care Ombudsman	20
Department of Public Safety Standards and Training	22
Psychiatric Security Review Board	23
Mental Health Regulatory Agency	25
Oregon Department of Energy	29
Public Employee Retirement System	29
Oregon Department of Revenue	32
State Library of Oregon	32
Oregon Department of Agriculture	36
Oregon Housing and Community Services	36
Oregon Military Department	36
Higher Education Coordinating Commission	38
Oregon State Police	38
Department of Early Learning and Care	39
Department of Geology and Mineral Industries	39
Department of Land Conservation and Development	39
Oregon Employment Department	39
Department of Administrative Services	40
Oregon Department of Forestry	40
Oregon Public Defense Commission	41
Oregon Parks and Recreation Department	42
Oregon Department of Corrections	44
Oregon Department of Emergency Management	46
Commission for the Blind	47
Department of Consumer and Business Services	47
Oregon Department of Veterans' Affairs	47
Board of Accountancy	49
Business Oregon	49
Board of Parole	50

Did not meet expectation

Oregon Department of Fish and Wildlife	55
Oregon Lottery	55
Oregon State Fire Marshal	56

Average days to fill

Expectation: 50 or fewer days

Oregon Water Resources Department	56
Department of Environmental Quality	57
Oregon Public Utility Commission	57
Oregon Veterinary Medical Examining Board	58
Oregon Department of State Lands	60
Oregon Watershed Enhancement Board	60
Oregon Health Authority	61
Oregon Department of Transportation	65
Oregon Department of Human Services	66
Oregon Youth Authority	68
Oregon Department of Education	76
Oregon Liquor and Cannabis Commission	95
Oregon State Board of Nursing	103
All reporting agencies[10]	**54**

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[10] Reporting agencies not listed did not report recruitments during the measurement period.

Vacancy Rates

This table displays the vacancy data for each agency within the Executive Branch in Q2 2025.

Vacancy Rates	Total positions	Vacant	Vacant long term[11]	Vacant %	Vacant long term %
Board of Accountancy	7	1	1	14.3%	14.3%
Board of Examiners of Speech-Language Pathology & Audiology	3	0	0	0.0%	0.0%
Board of Licensed Social Workers	8	1	0	12.5%	0.0%
Board of Parole	28	0	0	0.0%	0.0%
Business Oregon	190	13	6	6.8%	3.2%
Commission for the Blind	66	4	2	6.1%	3.0%
Construction Contractors Board	59	4	3	6.8%	5.1%
Criminal Justice Commission	31	6	2	19.4%	6.5%
Department of Administrative Services	955	75	29	7.9%	3.0%
Department of Early Learning and Care	352	13	8	3.7%	2.3%
Department of Environmental Quality	889	88	39	9.9%	4.4%
Department of Consumer and Business Services	998	58	11	5.8%	1.1%
Department of Geology and Mineral Industries	37	2	0	5.4%	0.0%
Department of Land Conservation and Development	107	11	3	10.3%	2.8%
Department of Public Safety Standards and Training	157	7	2	4.5%	1.3%
Employment Relations Board	13	0	0	0.0%	0.0%
Higher Education Coordinating Commission	179	24	13	13.4%	7.3%
Mental Health Regulatory Agency	15	1	0	6.7%	0.0%
Office of the Long-Term Care Ombudsman	37	0	0	0.0%	0.0%
Office of the Public Records Advocate	2	0	0	0.0%	0.0%
Oregon Advocacy Commissions Office	4	2	0	50.0%	0.0%
Oregon Board of Dentistry	8	0	0	0.0%	0.0%
Oregon Board of Medical Imaging	4	0	0	0.0%	0.0%
Oregon Board of Naturopathic Medicine	4	0	0	0.0%	0.0%
Oregon Board of Optometry	0	0	0	-	-
Oregon Board of Pharmacy	23	3	0	13.0%	0.0%
Oregon Board of Physical Therapy	0	0	0	-	-
Oregon Board of Tax Practitioners	2	1	0	50.0%	0.0%
Oregon Department of Agriculture	395	60	47	15.2%	11.9%
Oregon Department of Aviation	15	1	0	6.7%	0.0%
Oregon Department of Corrections	4781	410	216	8.6%	4.5%
Oregon Department of Education	571	65	37	11.4%	6.5%
Oregon Department of Emergency Management	115	14	9	12.2%	7.8%
Oregon Department of Energy	96	5	5	5.2%	5.2%
Oregon Department of Fish and Wildlife	1034	102	46	9.9%	4.4%

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[11] Vacant longer than six months.

Vacancy Rates	Total positions	Vacant	Vacant long term[11]	Vacant %	Vacant long term %
Oregon Department of Forestry	841	121	82	14.4%	9.8%
Oregon Department of Human Services	11,369	842	193	7.4%	1.7%
Oregon Department of Revenue	1047	52	11	5.0%	1.1%
Oregon Department of State Lands	118	11	0	9.3%	0.0%
Oregon Department of Transportation	4,750	720	331	15.2%	7.0%
Oregon Department of Veterans' Affairs	96	6	2	6.3%	2.1%
Oregon Employment Department	1,975	336	161	17.0%	8.2%
Oregon Government Ethics Commission	15	0	0	0.0%	0.0%
Oregon Health Authority	5,690	768	523	13.5%	9.2%
Oregon Housing and Community Services	423	38	24	9.0%	5.7%
Oregon Land Use Board of Appeals	7	0	0	0.0%	0.0%
Oregon Liquor and Cannabis Commission	392	52	23	13.3%	5.9%
Oregon Lottery	481	58	0	12.1%	0.0%
Oregon Medical Board	42	3	1	7.1%	2.4%
Oregon Military Department	489	107	70	21.9%	14.3%
Oregon Mortuary and Cemetery Board	7	1	0	14.3%	0.0%
Oregon Occupational Therapy Licensing Board	2	0	0	0.0%	0.0%
Oregon Parks and Recreation Department	452	33	17	7.3%	3.8%
Oregon Public Defense Commission	173	14	3	8.1%	1.7%
Oregon Public Utility Commission	140	11	4	7.9%	2.9%
Oregon Racing Commission	13	3	2	23.1%	15.4%
Oregon Real Estate Agency	31	3	1	9.7%	3.2%
Oregon State Board of Massage Therapists	0	0	0	-	-
Oregon State Board of Nursing	57	2	1	3.5%	1.8%
Oregon State Fire Marshal	158	10	1	6.3%	0.6%
Oregon State Marine Board	40	2	0	5.0%	0.0%
Oregon State Police	1395	161	39	11.5%	2.8%
Oregon Veterinary Medical Examining Board	5	1	0	20.0%	0.0%
Oregon Water Resources Department	246	14	10	5.7%	4.1%
Oregon Watershed Enhancement Board	33	1	0	3.0%	0.0%
Oregon Youth Authority	1006	105	54	10.4%	5.4%
Psychiatric Security Review Board	13	0	0	0.0%	0.0%
Public Employee Retirement System	393	10	6	2.5%	1.5%
State Board of Chiropractic Examiners	6	0	0	0.0%	0.0%
State Library of Oregon	41	1	0	2.4%	0.0%
Teacher Standards and Practices Commission	27	1	1	3.7%	3.7%
All reporting agencies	43,158	4,458	2,039	10.3%	4.7%

Appendix E: Developing New Employees and Managers

New Employee Orientation Expectation: 90%+ completed	Completed within 60 days	Total required	Completed on time
Met expectation			
Business Oregon	4	4	100%
Commission for the Blind	1	1	100%
Department of Early Learning and Care	8	8	100%
Department of Environmental Quality	18	18	100%
Department of Public Safety Standards and Training	9	9	100%
Higher Education Coordinating Commission	3	3	100%
Oregon Department of Education	13	13	100%
Oregon Department of Emergency Management	8	8	100%
Oregon Department of Energy	4	4	100%
Oregon Department of Forestry	10	10	100%
Oregon Department of Human Services	205	206	100%
Oregon Department of Revenue	13	13	100%
Oregon Department of State Lands	3	3	100%
Oregon Department of Veterans' Affairs	1	1	100%
Oregon Employment Department	7	7	100%
Oregon Housing and Community Services	10	10	100%
Oregon Liquor and Cannabis Commission	8	8	100%
Oregon Lottery	11	11	100%
Oregon Medical Board	1	1	100%
Oregon Military Department	14	14	100%
Oregon Parks and Recreation Department	6	6	100%
Oregon Public Defense Commission	3	3	100%
Oregon Public Utility Commission	2	2	100%
Oregon State Fire Marshal	3	3	100%
Oregon State Police	12	12	100%
Oregon Water Resources Department	6	6	100%
Oregon Watershed Enhancement Board	2	2	100%
Oregon Youth Authority	32	32	100%
Psychiatric Security Review Board	2	2	100%
Public Employee Retirement System	8	8	100%
State Library of Oregon	2	2	100%
Department of Administrative Services	27	29	93%
Oregon Health Authority	135	145	93%
Department of Consumer and Business Services	12	13	92%

New Employee Orientation Expectation: 90%+ completed	Completed within 60 days	Total required	Completed on time
Oregon Department of Corrections	97	106	92%
Oregon Department of Agriculture	9	10	90%
Did not meet expectation			
Oregon Department of Fish and Wildlife	8	9	89%
Department of Land Conservation and Development	3	4	75%
Oregon Department of Transportation	26	38	68%
Oregon State Board of Nursing	0	2	0%
All agencies	746	786	95%

Customer Service Training Expectation: 90%+ completed	Completed within 60 days	Total required	Completed on time
Met expectation			
Board of Accountancy	1	1	100%
Business Oregon	3	3	100%
Commission for the Blind	2	2	100%
Department of Administrative Services	23	23	100%
Department of Consumer and Business Services	14	14	100%
Department of Early Learning and Care	5	5	100%
Department of Environmental Quality	18	18	100%
Department of Geology and Mineral Industries	1	1	100%
Department of Land Conservation and Development	3	3	100%
Department of Public Safety Standards and Training	3	3	100%
Higher Education Coordinating Commission	1	1	100%
Oregon Department of Agriculture	9	9	100%
Oregon Department of Corrections	101	101	100%
Oregon Department of Education	7	7	100%
Oregon Department of Emergency Management	4	4	100%
Oregon Department of Energy	3	3	100%
Oregon Department of Fish and Wildlife	4	4	100%
Oregon Department of Forestry	7	7	100%
Oregon Department of Human Services	204	205	100%
Oregon Department of Revenue	12	12	100%
Oregon Department of State Lands	2	2	100%
Oregon Department of Transportation	33	33	100%
Oregon Department of Veterans' Affairs	4	4	100%
Oregon Employment Department	9	9	100%
Oregon Lottery	9	9	100%
Oregon Military Department	11	11	100%
Oregon Parks and Recreation Department	1	1	100%
Oregon Public Defense Commission	3	3	100%
Oregon Public Utility Commission	1	1	100%
Oregon State Board of Nursing	4	4	100%
Oregon State Fire Marshal	1	1	100%
Oregon State Police	9	9	100%
Oregon Water Resources Department	6	6	100%
Psychiatric Security Review Board	2	2	100%
Public Employee Retirement System	7	7	100%
State Library of Oregon	2	2	100%
Oregon Health Authority	128	129	99%

Customer Service Training Expectation: 90%+ completed	Completed within 60 days	Total required	Completed on time
Oregon Housing and Community Services	10	11	91%
Did not meet expectation			
Oregon Liquor and Cannabis Commission	8	9	89%
Oregon Youth Authority	29	33	88%
All reporting agencies	704	712	99%

Foundational Training Expectation: 90%+ completed	Enrollment			Completion		
	Within 5 days	Required	On time	Within 4 months	Required	On time
Met expectation						
Board of Accountancy	1	1	100%		-	
Business Oregon		-		3	3	100%
Department of Early Learning and Care	3	3	100%	4	4	100%
Department of Land Conservation and Development		-		1	1	100%
Higher Education Coordinating Commission	1	1	100%		-	
Oregon Department of Agriculture	2	2	100%	3	3	100%
Oregon Department of Emergency Management	2	2	100%	1	1	100%
Oregon Department of Energy		-		2	2	100%
Oregon Department of Fish and Wildlife	5	5	100%	4	4	100%
Oregon Department of Revenue	3	3	100%	7	7	100%
Oregon Department of State Lands		-		2	2	100%
Oregon Lottery		-		2	2	100%
Oregon State Fire Marshal	2	2	100%	2	2	100%
Public Employee Retirement System		-		1	1	100%
Did not meet expectation						
Department of Administrative Services	7	7	100%	7	8	88%
Department of Consumer and Business Services	3	3	100%	10	13	77%
Oregon Department of Corrections	7	9	78%	10	14	71%
Oregon Employment Department	3	3	100%	5	7	71%
Oregon State Police	2	2	100%	5	7	71%
Oregon Department of Human Services	24	29	83%	48	71	68%
Department of Public Safety Standards and Training	4	4	100%	2	3	67%
Oregon Department of Transportation	2	3	67%	11	19	58%
Oregon Department of Forestry	2	6	33%	6	11	55%
Oregon Youth Authority	3	6	50%	2	4	50%
Oregon Military Department	1	3	33%	1	2	50%
Oregon Water Resources Department		-		1	2	50%
Oregon Health Authority	9	20	45%	17	39	44%
Oregon Department of Education	3	3	100%	2	5	40%
Department of Environmental Quality	0	4	0%	3	8	38%
Oregon Department of Veterans' Affairs		-		1	3	33%
Oregon Parks and Recreation Department		-		1	3	33%

Foundational Training Expectation: 90%+ completed	Enrollment			Completion		
	Within 5 days	Required	On time	Within 4 months	Required	On time
Oregon Housing and Community Services	3	3	100%	3	10	30%
Oregon Liquor and Cannabis Commission	3	3	100%	1	5	20%
Oregon Public Defense Commission	1	1	100%	0	1	0%
Office of the Long-Term Care Ombudsman		-		0	1	0%
Oregon Board of Pharmacy		-		0	1	0%
Oregon Public Utility Commission		-		0	1	0%
All reporting agencies[12]	97	129	75%	168	270	62%

[12] Reporting agencies not listed did not have Foundational Training required for this period.

Performance Accountability and Feedback Training Expectation: 90%+ completed	Completed within 30 days	Total required	Completed on time
Met expectation			
Board of Accountancy	1	1	100%
Department of Administrative Services	5	5	100%
Department of Consumer and Business Services	3	3	100%
Department of Early Learning and Care	1	1	100%
Higher Education Coordinating Commission	1	1	100%
Oregon Department of Agriculture	1	1	100%
Oregon Department of Education	3	3	100%
Oregon Department of Revenue	4	4	100%
Oregon Liquor and Cannabis Commission	3	3	100%
Oregon State Police	2	2	100%
Did not meet expectation			
Department of Public Safety Standards and Training	3	4	75%
Oregon Department of Fish and Wildlife	3	4	75%
Oregon Youth Authority	3	4	75%
Oregon Department of Human Services	17	25	68%
Oregon Employment Department	2	3	67%
Oregon Military Department	2	3	67%
Oregon Department of Corrections	5	8	63%
Oregon Health Authority	11	19	58%
Oregon Department of Emergency Management	1	2	50%
Oregon State Fire Marshal	1	2	50%
Department of Environmental Quality	1	3	33%
Oregon Department of Forestry	2	6	33%
Oregon Housing and Community Services	1	3	33%
Oregon Department of Transportation	0	3	0%
Oregon Public Defense Commission	0	1	0%
All reporting agencies	76	114	67%

Uplift Your Benefits Training Expectation: 90%+ completed	Completed within 30 days	Total required	Completed on time
Met expectation			
Board of Accountancy	1	1	100%
Business Oregon	3	3	100%
Commission for the Blind	2	2	100%
Department of Early Learning and Care	4	4	100%
Department of Environmental Quality	18	18	100%
Department of Geology and Mineral Industries	1	1	100%
Department of Land Conservation and Development	3	3	100%
Department of Public Safety Standards and Training	3	3	100%
Higher Education Coordinating Commission	1	1	100%
Oregon Department of Agriculture	9	9	100%
Oregon Department of Education	7	7	100%
Oregon Department of Emergency Management	4	4	100%
Oregon Department of Energy	2	2	100%
Oregon Department of Fish and Wildlife	4	4	100%
Oregon Department of Forestry	6	6	100%
Oregon Department of Revenue	11	11	100%
Oregon Department of Veterans' Affairs	2	2	100%
Oregon Employment Department	10	10	100%
Oregon Housing and Community Services	11	11	100%
Oregon Liquor and Cannabis Commission	7	7	100%
Oregon Lottery	11	11	100%
Oregon Military Department	9	9	100%
Oregon Parks and Recreation Department	2	2	100%
Oregon Public Utility Commission	1	1	100%
Oregon State Board of Nursing	4	4	100%
Oregon State Fire Marshal	1	1	100%
Oregon State Police	9	9	100%
Oregon Water Resources Department	6	6	100%
Psychiatric Security Review Board	2	2	100%
Public Employee Retirement System	7	7	100%
State Library of Oregon	2	2	100%
Oregon Department of Human Services	191	195	98%
Oregon Health Authority	120	122	98%
Oregon Department of Corrections	102	105	97%
Department of Administrative Services	23	24	96%
Department of Consumer and Business Services	11	12	92%

Uplift Your Benefits Training Expectation: 90%+ completed	Completed within 30 days	Total required	Completed on time
Did not meet expectation			
Oregon Youth Authority	21	30	70%
Oregon Department of Transportation	21	33	64%
Oregon Department of State Lands	1	2	50%
Oregon Public Defense Commission	0	1	0%
All reporting agencies	653	687	95%